THE Maple Leaf

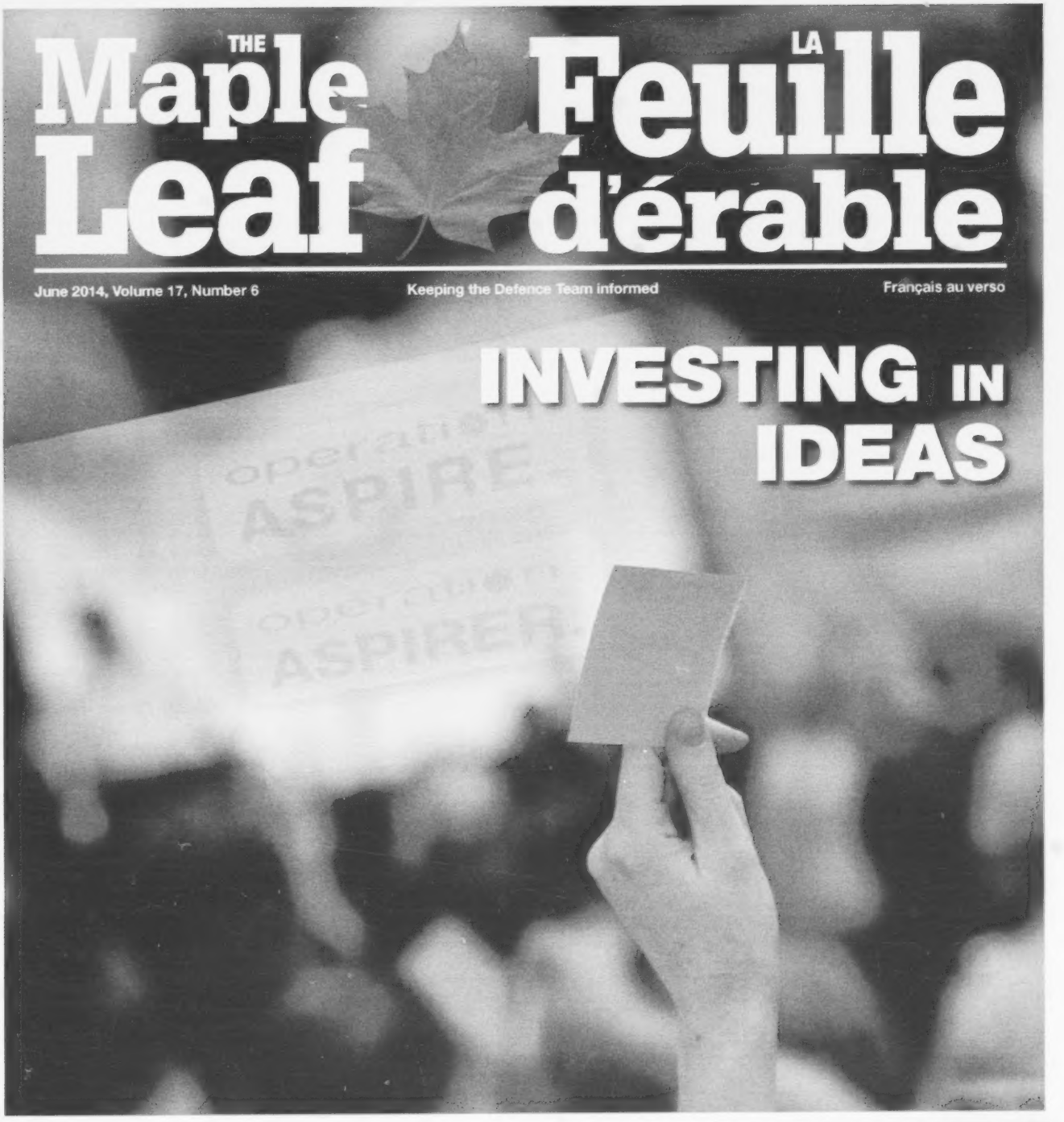
LA Feuille d'érable

June 2014, Volume 17, Number 6

Keeping the Defence Team informed

Français au verso

INVESTING IN IDEAS



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THE INNOVATORS

National Defence / Défense nationale

Canada

CDS AND CF CHIEF WARRANT OFFICER

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull.** Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

Q **Good Day,**

I have noticed and heard from others that our messes are taking big hits. Members habits are not the same as they were in the years passed. Today's members are not for the most part entering the CAF at 19 years of age, quite a few are older and have families.

So here is my question – has a survey/inquiry ever been made to see if CAF members can belong to a Legion instead of a mess? The Legion becomes our mess so to speak, traditions can still be carried on, the Legion would get monthly fees, younger members can actually sit and talk with our retired members and so forth. I am sure there would be many, many details to work on before this happened however I don't think this is a bad idea.

Thoughts?

Respectfully
Master Warrant Officer, MARPAC

A Thank you for you question on our messes. The CAF messes continue to be very important to the customs and traditions of our organization. There have been two studies on messes, one in 1996 and another in 2000 both indicating a positive response for maintaining our mess system.

The leadership of the CAF decided, based on the results of the surveys, to not change the governance or structure of CAF messes. It also needs to be understood that our messes serve as more than just places for members to gather. They offer a centralized point for each of the rank structures, Junior Ranks, Warrant Officers' and Sergeants'/Chief and Petty Officers', and Officers', to enable the coordination of events as well as provide support to their respective members, such as hospital funds... Our mess system has served the CAF well over the years and these establishments are full of history and traditions. For these reasons there is no intent at this time to review our mess system.

CFCWO
CWO Kevin West

Canada's voice in international security

PHOTO: Cpl Andrew Casey

Gen Tom Lawson (left), CDS, and Gen Philip M. Breedlove, Supreme Allied Commander Europe at NDHQ in Ottawa.

The Canadian Armed Forces have been a major contributor to North Atlantic Treaty Organization (NATO) operations since it was founded 65 years ago. Canada's relationship with NATO has never been stronger.

Beginning in May, and continuing into early September, Canada will participate in several, high-level NATO meetings to discuss various topics, including Canada's role in NATO, the situation in Ukraine, the transatlantic bond, and Canada's contribution to NATO's reassurance measures to promote security and stability in Eastern and Central Europe.

The first of these meetings involved a visit by the Supreme Allied Commander Europe (SACEUR), General Philip M. Breedlove, who travelled to Ottawa to meet with Prime Minister Stephen Harper, Defence Minister Rob Nicholson, and the CDS Gen Tom Lawson.

Following this high-profile visit, the CDS once again met with SACEUR, this time in Brussels, Belgium, for the NATO Military Committee conference held on May 21 and 22. This conference involved meetings between the Chiefs of Defence Staff or their equivalents for all the NATO member countries. These meetings precede another high-profile session on June 3 and 4, when Minister Nicholson travelled to Brussels for the NATO Defence Ministerial meeting. This series of meetings will culminate September 4 and 5, with the biennial NATO Summit in Wales, with NATO members Heads of State in attendance. These meetings, in conjunction with our recent deployment in support of reassurance measures in Eastern and Central Europe, illustrate the CAF continued commitment to provide modern, deployable capabilities to Allied missions and highly trained personnel to NATO's command structure. ◆

Load Training

PHOTO: Cpl Michel Bédard

Cpl Brendan McDevitt (left) and MCpl Steven Drinkwalter prepare to load a CH-124 Sea King helicopter with two MK46 torpedoes during hot torpedo load training aboard HMCS *Regina* in support of NATO Reassurance Measures in the Mediterranean Sea.

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COVER:
Photo: Richard Guertin

AURORA AIRCRAFT UNDERGOING MODERNIZATION

Fourteen Auroras are undergoing a significant modernization putting it tops among the world's leading surveillance planes of its kind. Of the planes, six have now passed rigorous RCAF testing and achieved "Initial Operational Capability" (IOC).

Major-General Pierre St-Amand, the commander of 1 Canadian Air Division and Canadian NORAD Region, headquartered in Winnipeg, Manitoba, said it is difficult to overstate the capability of the 'new' Aurora.

"Given Canada's vast maritime domains, its Arctic region to protect, including the wide variety of missions that we do both domestically and internationally, the modernized Aurora will deliver capabilities to better enable commanders to react decisively in any mission."

19 Wing Comox, British Columbia, and 14 Wing Greenwood, Nova Scotia, are home to the Aurora. The aircraft functions primarily as a command, control, communication, computer, intelligence, surveillance, and reconnaissance (known as C4ISR) platform for domestic and international operations.

The Aurora, Canada's strategic surveillance aircraft, is tasked with domestic surveillance of Canada's Atlantic, Pacific, and Arctic coastlines and maritime approaches. It also conducts anti-submarine and anti-surface warfare, maritime and overland ISR, strike coordination, and supports search and rescue in a secondary role.

The Aurora enables the Government of Canada to project deterrence and control illegal or hostile activity anywhere in Canada's remote regions. It has also been carrying out an increasing role as an overland ISR platform for security operations overseas.

The Aurora was originally acquired in the 1980s, and the Aurora Incremental Modernization Project (AIMP), consisting of blocks of modernization work, began in 1998 to upgrade its capabilities. To ensure its continued viability as an ISR platform, the RCAF additionally developed the Aurora Extension Proposal (AEP), which combines the original Aurora Incremental Modernization Project and the Aurora Structural Life Extension Project (ASLEP) with three additional capability enhancements. Moreover, the total number of modernized and life-extended aircraft is now 14, up from 10.

This work will ensure that the fleet remains effective up to the 2030 timeframe.

The Royal Canadian Navy, Canadian Army, and governmental departments such as the Royal Canadian Mounted Police, and the Department of Fisheries and Oceans will also benefit from the modernized aircraft. These benefits include access to the new onboard radar that mimics high-resolution photography; improved collateral damage assessment; high-grade images and videos of targets; and improved, real-time, battle-space situation information.

"Together with the Department of National Defence, we have been working with IMP Group and other Canadian defence industries to modernize the Aurora," said Colonel Iain Huddleston, the commander 14 Wing, Greenwood, Nova Scotia, where Canada's largest Aurora fleet is based.

"Six of the 14 Auroras earmarked for Block III upgrade now have new avionics, greater computing power, new acoustics, listening capabilities in the realm of science fiction, and 'eyes' that see farther, wider, deeper, and clearer, in all weather conditions, night and day. The Aurora may look the same but it is a 'new aircraft'," he said.

The modernization of the CP-140 Aurora is a Canadian innovation success story, delivering a world class product sourced primarily from Canadian industry with companies such as General Dynamics Canada, MacDonald Dettweiler and Associates, L3 and IMP Aerospace. ◆

Pte Chris Cole, Task Force Libeccio aviation technician, taxis a CP-140 Aurora aircraft after it landed in Sigonella, Italy, on September 29, 2011, during Operation Mobile.

THE AIMP CONSISTS OF THREE BLOCKS:

Block I

Legacy improvements including replacement/upgrade of high frequency radio gear, cockpit voice recorder, flight data recorder, and speed and range expansion antennae. Completed.

Block II

Navigation and communications upgrades, which will enable the Aurora to continue operations until they reach the end of their structural life limit. Completed.

Block III

Mission computer and sensor upgrades to provide a world-class ISR package to enable the Aurora to meet all of its assigned ISR missions both overland and over ocean surveillance requirements. Ongoing.

EXERCISE BRINGS COMMUNICATIONS TRADE TRAINING CLOSER

The efforts of three units, two courses and a single-minded group of staff brought Exercise MERCURY WING 14 successfully to a close on May 6.

A diverse group of officers and non-commissioned members, each from the communications and electronics branch, shared a camp located south of Belleville for nine days to trial the integrated training for communications officers and NCMs in the RCAF. Through the combined support of the Canadian Forces School of Communications and Electronics (CFSCE) at CFB Kingston, the Aerospace and Telecommunications Engineering Support Squadron (ATESS) at 8 Wing Trenton and the 8 Air Communication and Control Squadron (8ACCS) at 8 Wing Trenton, Ex MERCURY WING 14 had the equipment, personnel, and experience that helped integrate training and pushed the two trades closer together.

Complementary Course Training

Through heavy rain, strong winds and long days and nights, Aerospace Telecommunications and Information Systems (ATIS) technicians and junior Communications and Electronics Engineering (CELE) officers were challenged into action during the field evaluation component of their respective courses. The Basic CELE (AIR) Officer Course (BCAOC), a five-month course, prepares junior CELE officers to support RCAF operations, lead subordinates at the flight-level, and run communications-oriented operations in a deployed setting. The three-month Deployed Communications System Technician (DCST) course prepares ATIS technicians to deploy communications equipment in austere environments. It is the complementary nature of these courses that both course directors leveraged during Ex MERCURY WING 14.

Performance Check

Ex MERCURY WING, the last exercise held during BCAOC, represented the final performance check for junior communications officers on the course. Course candidates were evaluated on their ability to perform in the roles of duty officer, as well as commander of a communications flight. The previous iterations of this exercise saw flights being manned by BCAOC students, while this year, flight commanders had the chance to lead teams of branch NCMs, making a deployment with troops and equipment much more realistic. This collaboration led to a significant amount of knowledge and experience passed between the junior officers and the ATIS technicians.

Milestone in training

Ex MERCURY WING 14, along with added support from ATIS technician and Army Communications and Information Systems Specialists (ACISS) augmentees, became a milestone in the CELE and ATIS trade training. Given the success of this exercise, future CELE officers and ATIS NCMs can expect further collaboration and combined exercises to greatly improve the training they receive on course. ◆

Lieutenant-General Blondin, RCAF Cmdr and Maj Legg, CELE(Air) Course Director, tour the camp during Ex MERCURY WING 14.

CANADIAN ARMY USES ARTILLERY TO INDUCE AVALANCHES

"I am in awe each time we fire our guns, sometimes over distances of up to five kilometres. I still hold my breath momentarily as I watch our shells impact, hear its shockwaves resounding throughout the area, then sense the power we have unleashed," said Lieutenant Jérôme Pelletier, Troop commander of 5e Régiment d'artillerie légère du Canada (5 RALC) deployed on Operation PALACI.

He was referring to the controlled avalanches that his task force of 15 soldiers from Valcartier, Quebec, strategically trigger during the Canadian Armed Forces' longest running operation, dating back to 1961.

OP PALACI

Op PALACI is the world's largest mobile artillery avalanche control program. Each year from November to April, Canadian Army soldiers are relied upon to patrol this 40 kilometre section of the Trans-Canada Highway in the Roger's Pass area of British Columbia, deep in the heart of Glacier National Park. The area has the highest avalanche hazard of any stretch of road and rail in North America.

Led by avalanche experts from Parks Canada relaying exact coordinates, the Army soldiers fire on those coordinates from one or more of the 17 gun positions along the highway, covering 230 artillery targets and 134 avalanche paths.

Their weapon of choice: a modified 105 mm Howitzer C-3. The 14.7 kilogram shells streak across the landscape at 560 metres per second, pounding into the deep packed snow, seeking to effectively neutralize avalanche hazards.

CHALLENGING CONDITIONS

This year, they battled against nearly 15 metres of snowfall, 2.74 percent higher than the average. Over 440 avalanches were triggered and 883 rounds fired, 109 percent more than in 2012-2013.

"This has been a challenging winter," said Jeff Goodrich, senior avalanche officer for Parks Canada. "A three-week period of cold, dry weather early in the season established a weak layer of snow that later created dangerous slab avalanche conditions. The weak layer could not support the heavy snow that came in February and March and avalanche control operations were critical for keeping the transportation corridor open and safe from avalanches."

ARMY CONTRIBUTION

Each year, Canadian Army soldiers contribute to the safety and economy of the area through Op PALACI. Up to 4,000 vehicles and 40 trains can travel through Roger's Pass each day during the winter months. The annual value of goods being transported is estimated to be in the billions.

"We arrive out here, well-prepared by the very nature of our training as artillery soldiers. We do receive additional training focusing on alpine operations. The culmination of our training and experience ensures that we remain consistent, achieving complete precision in hitting our target in a realm where there is no room for error," said Lt Pelletier.

"Even though we are professionally prepared and ready, we are not quite prepared for the beauty and ruggedness of the area. Given our relative isolation, the nearest town being almost an hour's drive, we take advantage of the situation to strengthen our camaraderie and cohesiveness as a unit."

"I am proud of the way we responded effectively to each tasking assigned, worked well with the avalanche experts from Park Canada," said Lt Pelletier.

While this year's operation ended April 30, the battle never ends. Another group of soldiers and avalanche officers will return in the fall, for another round with Mother Nature. ♣

PHOTO: Jocelyn Dansereau

Soldiers from 5e Règiment d'artillerie légère du Canada participate in avalanche control in Roger's Pass, British Colombia as part of Op PALACI.

PHOTO: Cpl Michael Baskin

FLAG HOSTING COMPETITION

Naval communicators from HMCS *Regina* compete against the ship's maritime surface and sub-surface officers during a flag hosting competition held on the flag deck in the Mediterranean Sea.

FIRST RENEWABLE ENERGY MINI ELECTRIC POWER STATION

The fact that the environment of the Canadian Arctic is unpredictable is no secret. During Operation NANOOK 2013, a transport aircraft was delayed for four days because of fog and a blizzard, sparking a discussion on the issue of energy dependence.

"If this aircraft had been delivering our fuel supplies, we might have found ourselves short of fuel, meaning without our generator, without communications and without security," notes Captain Pierre Frenette of 35 Canadian Brigade Group Headquarters.

A SOLUTION TO FUEL DEPENDENCE

In preparation for Exercise GUERRIER NORDIQUE from February 24 to March 14, the G6 cell of 35 Brigade decided to look for a solution to their fuel dependence. They managed to identify a specific solution to deployments complicated by inclement weather and by volume and weight constraints.

"So we thought of using the wind (wind energy) and the sun (solar energy) to provide us with an inexhaustible source of electricity that was free of charge, non-polluting, totally autonomous and sufficient to operate communications equipment," said Capt Frenette.

The mini electric power station was developed in consultation with companies that specialize in the field of renewable energy, through discussion forums and targeted readings. The G6 cell calculated its daily electrical consumption to find out how much electricity would be needed to work independently for 24 hours.

Under the authority of Sergeant Dominic Thomassin, construction of the station began 10 days before the deployment date. The final product had two batteries capable of storing 265 amperes, four 140-watt solar panels and two windmills capable of generating 24 volts in DC.

"We also acquired a weather station to collect highly precise data on wind and solar conditions and their impact on electrical production capacity," said Capt Frenette.

Since hours of sunshine are extremely limited at certain times of the year, they had to depend on another source of energy. So the decision was made to combine wind and solar energy.

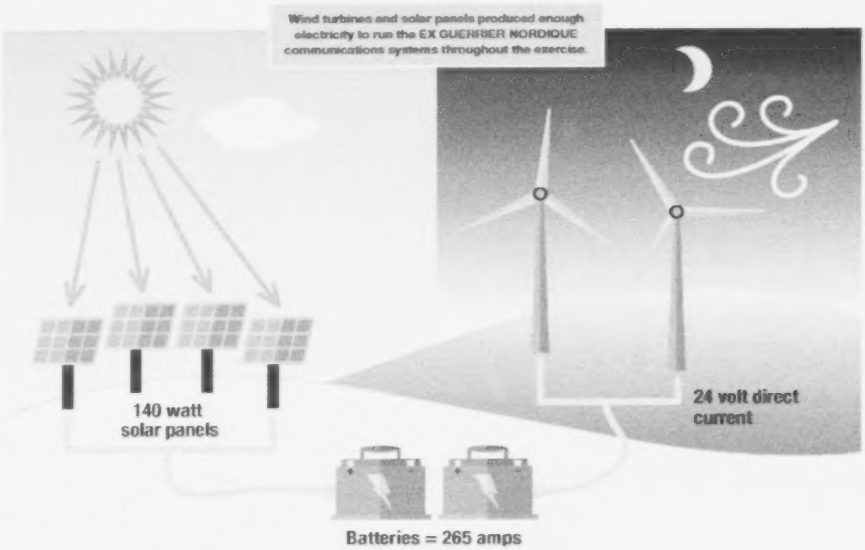
Solar panels functioned extremely well during Ex GUERRIER NORDIQUE. They produced an average of 13 amps/hour, with a maximum of 18 amps/hour when the sun was shining. The communications systems consumed roughly 15 amps/hour.

BENEFITTING THE CAF

Another advantage of the mini electric power station is that it is extremely compact and easy to transport; a major benefit when deployments are carried out by air. The idea of generating electrical current through renewable energy could prove highly valuable for the Canadian Armed Forces. With this technology, the CAF could conduct operations anywhere in the world, particularly in areas where the existing infrastructure has been damaged or destroyed by bad weather.

Although the members of the G6 cell encountered some challenges with the mini power station in Iqaluit, it enabled them to make certain improvements and boost the system's efficiency.

The CAF is continuing to develop renewable, high-performing and non-polluting energy in order to increase our capacity to conduct operations effectively around the world. ◆


Wind turbines and solar panels produced enough electricity to run the EX GUERRIER NORDIQUE communications systems throughout the exercise.
140 watt solar panels
24 volt direct current
Batteries = 265 amps

As temperatures continue to warm, the weather isn't the only thing to see change - the Defence Team has seen a few…

April 28

CDS announces external independent review of workplace policies and procedures

This review will be focused on examining the workplace of the Canadian Armed Forces, the policies and programs which are in place to combat occurrences of sexual misconduct. These measures are in place to protect victims, and measurement of the effectiveness of the policies.

April 29

Minister Nicholson sends off aircraft bound for Romania

Defence Minister Rob Nicholson, attended the departure of CAF personnel and six CF-18 fighter aircraft as they headed for Romania.

The fighter aircraft, along with support personnel, travelled to Romania to conduct training activities in support of immediate reassurance measures. They will join Romania and other NATO Allies currently operating in the region as part of NATO Reassurance Measures to Central and Eastern Europe.

May 21

CDS participates in NATO Military Committee meeting

Gen Tom Lawson spoke of Canada's commitment to NATO operations and the transatlantic bond as he and his NATO counterparts, concluded the NATO Military Committee conference in Brussels, Belgium. The two-day conference provided the Chiefs of Defence of NATO and its partners with the valuable opportunity to share information and discuss matters of mutual interest.

May 22

Afghanistan Memorial Vigil travels to Washington

Defence Minister Rob Nicholson, unveiled the Afghanistan Memorial Vigil at the Canadian Embassy in Washington, D.C. The Vigil consists of plaques commemorating the fallen; 158 CAF personnel, one Canadian diplomat, one DND contractor, one Canadian journalist, and more than 40 US Armed Forces members who were under Canadian command during operations in Afghanistan.

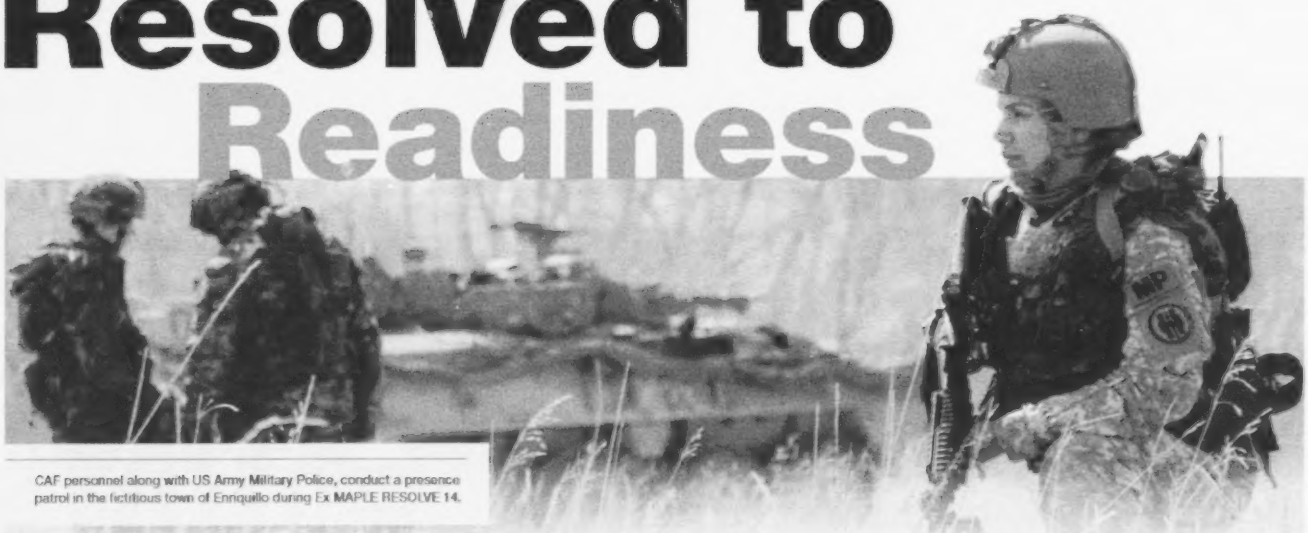
May 27

Air Force Appreciation Day on the Hill

Royal Canadian Air Force were honoured by parliamentarians, on behalf of all Canadians, for their incredible accomplishments on May 27.

Air Force Appreciation Day on Parliament Hill is in its eighth year, this day provides an opportunity for parliamentarians to meet with representatives from the RCAF, to hear first-hand accounts of their experiences, and to pay tribute to the airmen and airwomen for their tremendous service and selfless sacrifice.

Resolved to Readiness



CAF personnel along with US Army Military Police, conduct a presence patrol in the fictitious town of Enriquillo during Ex MAPLE RESOLVE 14.

PHOTO: Sgt Jon-Paul Lemire

In towns with names like Fundacion, El Penon and Enriquillo, Canadian soldiers faced resistance from the villagers and an insurgent force equipped as a near-peer enemy. This was the training scenario in Garrison Wainwright last month, as Canadian, American and British troops participated in Exercise MAPLE RESOLVE 1401 (Ex MR1401).

"The goal of MAPLE RESOLVE is to confirm the elements that will enter the high readiness cycle on the first of July," explained Colonel Martin Frank, commanding officer of the Canadian Manoeuver Training Centre (CMTC). "Right now we have Task Force 1-14 and Task Force 2-14 from 2 Canadian Mechanized Brigade Group consisting of the 1st and 3rd Battalions of The Royal Canadian Regiment, and the Forward Support Group which is based on 2 Service Battalion."

With close to 4,000 soldiers from across Canada, 450 Royal Canadian Air Force personnel and 550 soldiers from the United States and the United Kingdom, Ex MR14 was the Canadian Army's largest exercise of the year.

AFTER AFGHANISTAN

Ex MR14 was the first iteration of MAPLE RESOLVE since the Canadian Armed Forces (CAF) completed its mission in Afghanistan. As a result, CMTC has had to change the approach it takes towards delivering a first-class collective training event.

"We've transitioned from a mission rehearsal type of exercise as soldiers were going into Afghanistan, to more of a general purpose contemporary operating environment," Col Frank explains. "There's a wide range of threats that our forces could face while they're here on exercise (in order) to provide the widest experience possible for those threats and missions that the Government of Canada could ask our troops to support."

AS REAL AS IT GETS

They had hospitals, churches and markets. They had police, mayors and, most importantly, they had villagers. Mock villages, like Fundacion, increased the realism of training for Canadian soldiers during Ex MR1401, mimicking conditions and situations they may encounter on future deployments.

"A major aspect of this training is the interaction with the real population of real civilians," explained CMTC Sergeant Peter Garand, who worked as a range controller in Fundacion during the exercise. "You learn to work with the real villagers in a real town setting because you have a lot of this experience when you arrive overseas. I'm sure the villagers increase the training benefit because it's more realistic."

The Canadian Manoeuver Training Centre provided the most realistic and dynamic experience possible for Canadian soldiers to train. Part of this responsibility included creating a contemporary operational environment that was a realistic reflection of the operational conditions and threats Canadian soldiers may face on future deployments.

ALWAYS LEARNING

"My role is as an observer controller trainer, so I'm here to make sure that all the things going on around the training event are properly coordinated, pick up points to sustain and improve from the primary training audience and just make sure everything goes smoothly," said Captain Alex Buck.

Capt Buck was part of the Observer Controller Trainer (OCT) Group supporting Ex MR1401. The OCT group provided a vital function to soldiers who were training on the exercise, as they accompanied tactical units during training and offered relevant and objective feedback.

"The best part of the exercise for me is observing the primary training audience conducting large-scale collective training here at the Canadian Manoeuvre Training Centre. They don't get to do it on this scale anywhere else in Canada," he said.

WELL-LED AND WELL-TRAINED

"The soldiers who arrived here at MAPLE RESOLVE are well-led and well-trained. With the contemporary operating environment that we have replicated for them here, there's no doubt in my mind that they are prepared as best as they possibly can be for whatever they may face during that high readiness cycle," said Col Frank. ♣

PHOTO: S Sgt Dave M Smith

Soldiers from Mike Company, 3 RCR, conduct an airborne insertion in the training area of Garrison Wainwright, AB, the night of May 16, as part of Ex MAPLE RESOLVE.

PHOTO: DND

LCOL DAN BOBBITT

On May 21, Lieutenant-Colonel Dan Bobbitt was killed when the Light Armoured Vehicle (LAV III) he was riding in was overturned. The incident happened at Garrison Wainwright in Alberta, during Ex MAPLE RESOLVE 14.

He is survived by his wife Monica and their children, Connor, Elizabeth and Katherine.

Spirit of Military Families Coins presented

Shelley Hopkins receives the Spirit of Military Families coin from Prince Charles as the Duchess of Cornwall looks on.

Two women had the opportunity to meet His Royal Highness, Prince Charles during his recent visit to Nova Scotia, as he presented them with a coin for their hard work and dedication to helping Canadian Armed Forces families.

The Spirit of Military Families Coin is a one-of-a-kind coin, handcrafted and designed in Canada in 2012 by Beth Corey, executive director of the Gagetown MFRC to recognize the "Spirit of Military Families" and the extraordinary strength, pride, resilience and support they give to the CAF.

Shelley Hopkins, a long-time staff member with the Halifax & Region Military Family Resource Centre (H&R MFRC) was awarded the coin for her tireless efforts, passion and commitment to improve the quality of fulltime childcare and special needs care for military families in Nova Scotia.

"It is nice to be recognized for work that you love to do, but to be formally recognized by their Royal Highnesses made it incredibly special," she said. "It was a once-in-a-lifetime experience to meet Prince Charles and Camilla, a very special moment for me," said Ms. Hopkins.

Heather Armstrong, a retired Navy commander was presented a coin for her dedication, leadership, compassion and outstanding contributions in laying the foundation for the creation of the Shearwater Military Family Resource Centre and her tireless efforts throughout her career on behalf of CAF families.

"It was a tremendous honour to both receive and be presented with this coin by His Royal Highness, Prince Charles. I feel extremely privileged to have been selected for this award, it is immensely satisfying to have witnessed the enormous growth and huge importance the role MFRCs play in the military community from our humble beginnings in the early 1980's," said Cdr (Ret) Armstrong.

The H&R MFRC was thrilled to be included in the royal tour and have the opportunity to recognize two incredible individuals and showcase the vast array of programs and services available for today's military families.

For more information on the H&R MFRC visit **www.halifaxmfrc.ca**. ♣

What's NEW for Military Families

EXPEDITED ACCESS TO HEALTH CARE

In 2013, the behind-the-scenes work requesting provincial ministries of health to waive the 90-day wait period for provincial health insurance for military families came to fruition. By the end of 2013, all provinces and the Northwest Territories had agreed to grant same day access to health care services for military families upon relocation. Delivering a clear solution to a problem that has vexed military families for years is encouraging. It is a clear signal that continued collaboration with provinces and territories results in solutions to persistent military family challenges, such as access to family and specialist physicians, wait list transferability and medical records transfer.

OPERATION FAMILY DOC

A partnership led by Military Family Services between the Academy of Medicine Ottawa and the National Capital Region Military Family Resource Centre resulted in connecting physicians with military families looking for a doctor. The Military Family Resource Centre coordinates with the Academy of Medicine Ottawa to maintain a list of family physicians throughout the National Capital Region who are currently accepting patients. Thus, military family members can now simply contact the Military Family Resource Centre and request available care. Since the launch of this program in September 2012, 927 military family members have been referred to a family physician in the National Capital Region. In 2014, this model will be adapted and implemented in a Canadian Armed Forces location that is not within a major urban centre to learn if it may function effectively in other communities as well.

SOCIAL MEDIA

Military Family Services is using social media to communicate more widely with military families. The use of Facebook and Twitter gives families an opportunity for direct interaction and dialogue with Military Family Services. Military Family Services will continue to invest in resources to update the **familyforce.ca** website, improve access for mobile devices and ensure pertinent information is available for families dealing with issues related to military circumstances. Follow Military Family Services on Facebook and on Twitter at: **@mfscfmws**. ♣

More than 150 family physicians are currently caring for military families as part of Operation Family Doc.

PHOTO: DND/IRS

THE INNOVATORS column features members of the Defence Team who have demonstrated front-line innovation and ingenuity. These profiles use real-life stories to illustrate the innovative ideas that these individuals had, those which have been implemented and the potential impact the new ideas may have on the Defence Team.

SOWING IDEAS FOR DEFENCE

Toiling under the cold winter skies on the frost-bitten farmlands south of Stittsville in eastern Ontario, Anne-Julie Boivin wasn't reaping what she had sown. The fresh-faced organic farmer found that living on the soil was far different – and way tougher – than she'd expected.

As a government speech writer by day, she chose to work for DND at ADM (Pol) spending her time in the cubicle fields of NDHQ where strangely, Ms. Boivin experienced a parallel between her work and the farm.

To a newcomer, the largest organization in the federal government offered much in the way of interesting employment opportunities but little creativity and outside-the-box thinking.

This would change in early 2014 when she was sent to #Ideation - a Defence Youth Network (DYN) event series for the Defence Team exchanging new ideas with fellow employees about their work.

"People were trading ideas and cared about their jobs and this was exciting to experience," said Ms. Boivin. "At the end of the session, we were challenged to come up with an innovative idea that would change the Defence Team – military and civilian alike."

Enter Serge-Michel Stang, one of Ms. Boivin's co-workers.

Mr. Stang, an 11-year DND administrative coordinator, bristled about introducing new ideas to the Defence Team. "You know, we have a culture here that says as long as we meet our mandate, we're good to go. So individually, we may be okay but what are the bigger needs of the Defence Team?"

Mr. Stang's longing for a departmental reset came at just the right time. With Defence Renewal and the senior leaders' desire for the team to work smarter and more efficiently, the conditions were ideal to sow new seeds on how to improve the Defence Team.

THE DND PODCAST LIBRARY

"Every night I would get home from work, I logged onto the web to watch farming podcasts. My husband and I learned so much it was incredible. I thought, 'if the farm podcasts are so informative, why can't we podcast at work?'"

Mr. Stang and Ms. Boivin fused their brain power and hammered out their pitch "The DND Podcast Library' to submit to #Ideation.

The DYN's initiative aimed at encouraging staff at all levels to bring forward their ideas of how to improve Defence. The dynamic duo prepared a five-minute Dragon's Den-style brief for the Vice Chief of Defence Staff Lieutenant-General Guy Thibault, Deputy Minister Richard Fadden and Defence Renewal Team co-lead Major-General Jay Milne to a roomful of onlookers at NDHQ.

They were not alone. With over 100 submissions from across the department, ideas from the broadest spectrum of military and civilian visionaries were sharp, incisive and fiscally responsible. In other words, they were facing some stiff competition, but weren't deterred and in the end, they made the final cut.

Of the final 10 ideas, Mr. Stang and Ms. Boivin's were chosen as one of two group winners whose proposals are to be endorsed for future action.

"Our idea isn't new," says Mr. Stang. "We know that other government departments have used podcasting previously."

HOW DOES THE APPLICATION WORK?

"Very simple", according to the innovators. "It's a computer based platform to help the Defence Team share knowledge, promote intellectual growth, and broaden people's knowledge outside of their own professional sphere. If you're a soldier in Petawawa and you want to re-muster to another trade, say as a vehicle technician, well, it's possible that we have a five-minute podcast about the duties of a vehicle tech. That soldier now has a far better idea of what his new work life could be like if he were to follow through on his re-muster given the available information on the Podcast Library."

In essence, what Mr. Stang and Ms. Boivin are proposing is a DWAN-style Encyclopedia Britannica. The library is intended to be a departmental network for creating a focal point of knowledge and information for every Defence Team member who has access to a computer.

"The problem we noticed here in ADM(Pol) is that each year, we host 10 expert briefings from leading scholars in fields that apply to the operational interests of the military. These academics brief our senior leaders but we both saw a greater benefit for all members to have access to these briefs, not just the leaders," says Mr. Stang. "We can make these expert briefs available to everyone, and we can expand the library to build a more informed and interconnected workforce about any and all aspects of the military. From military job descriptions to what life is like at CFB Edmonton. The potential to trade all of that knowledge is endless. And the library aligns perfectly with Blueprint 2020. In this initiative the employees are invested in their work and we are contributing to the greater goal."

Ms. Boivin agrees adding, "You know, we're not the next generation; we're 32 and 36 years old, but we need to get on board with this and embrace the new technology through the podcast library because all those young soldiers coming into the military are growing up with this and they will be expecting our platforms to deliver this kind of service. It's a really critical point given the amount of knowledge our department expects each of us to know about what we're doing. In essence, the podcast library is a knowledge manager, a force multiplier, and a silo breaker not just for today but for the future."

And in this, the innovators are keen to pass on their message to those who have ideas about their work for the Defence Team.

"Look at me," says Mr. Stang. "I'm an AS-2 (referring to his administrative ranking). Our idea was not only heard by our boss but taken seriously to the highest levels of the organization..... Ideas are free and as far as I'm concerned, these can have an atomic effect on the organization because a little bit of everyone working together creates something bigger than ourselves."

The next step for Mr. Stang and Ms. Boivin is to partner with ADM (PA) and identify how to rollout the Podcast Library to the Defence Team.

Stay tuned. ◆

PHOTOS: Cheryl MacLeod

CANADIAN ARMY and DEFENCE SCIENTISTS field test GPS anti-jamming antenna

For Canadian soldiers in the field, accurate positioning and timing information is critical to operations. A few years ago, Defence Research and Development Canada (DRDC) identified a requirement to develop an innovative, low cost solution to protect land vehicles like the Light Armoured Vehicle (LAV) III from GPS jamming.

"The Canadian Army requires accurate, secure and reliable access to Global Positioning Systems to conduct operations throughout the full spectrum of conflict in all potential theatres of operation," said Colonel Andrew Jayne, Director Land Requirements. "With the ever-increasing demands on the electromagnetic spectrum and threat of harmful interference, technologies which contribute to the assurance of position and timing information are a critical enabler of Army and Canadian Armed Forces operations in today and tomorrow's operating environment."

FROM PROTOTYPE TO PRODUCT

The device has evolved from a prototype to a product undergoing testing through two separate contracts. Under the first contract, Calgary-based NovAtel developed the GPS Anti-Jamming Technology, or GAJT, prototype. NovAtel continued to develop the technology and recently released a commercially available product, the GAJT-700ML.

"GAJT is a great example of a technology with its roots in research that has evolved through years of work into a product that the CAF can use to their advantage," said Mike Vinnins, of DRDC's Navigation Warfare Group.

The Canadian Army's Directorate of Land Requirements (DLR), the Quality Engineering Test Establishment (QETE) and the Canadian Army Trials and Evaluation Unit (CATEU) conducted field testing of GAJT from 3 to 6 March, 2014 on a LAV III Observation Post Vehicle (OPV) at Canadian Forces Base Garrison Petawawa. Public Works and Government Services Canada procured GAJT for testing through its Build in Canada Innovation Program (BCIP). Defence Scientists from DRDC's Navigation Warfare group provided key scientific and technical support at the field test. "We provided localized low power jamming of the LAV III OPV to test the effectiveness of the GAJT at preventing interference from GPS jamming," said Scott McLelland, a DRDC Defence Scientist who attended the test.

DRDC's data logging equipment was used to record the performance of the LAV III's navigation systems during the trial. "The data logger integrates into the LAV III's sophisticated electronics to capture the data from its navigation systems," explained McLelland. "It allows the personnel evaluating the test data to visualize the impact of GAJT in jammed and non-jammed environments on the LAV III's recorded position as it traveled along a predefined route." ♦

Bombardier Suddes, and Master Bombardier Wiseman, from Y Battery Royal Canadian Horse Artillery (RCHA), plan their target engagements to support the trial of the GAJT-700M GPS Anti-Jammer antenna (GAJT) pictured in centre.

Canadian Airborne jumpers get instruction from Polish Jumpmaster, Lt Matgorzata Koscielniak, on correct procedures at the Oleszno training area of Poland, as part of NATO reassurance exercises on May 20.

Sgt Jonathon Billingsley, 3 PPCLI, waits for a Chinook helicopter along with paratroopers from the U.S. and Poland, prior to a jump to in the Oleszno training area of Poland, on May 20.

DEFENCE TEAM LEADERS asked to champion change across Defence

"We have an incredible opportunity before us in Defence Renewal. We have an opportunity to reinvest between $750 million - $1.2 billion annually back into the Defence Team."
– Richard B. Fadden, Deputy Minister

"Most definitely, we have changed as a result and we will need to continue to change to maintain our focus and to continue to look after our soldiers once they have returned."
– Gen Tom Lawson, CDS

Military and civilian Defence leaders alike heard the message loud and clear: Embrace the opportunities before you and help lead the renewal of the Defence Team.

Senior military and civilians leaders from across the country met at the future home of National Defence Headquarters at the Defence Leadership Symposium on April 29 to take stock of the previous year's accomplishments and to look to the challenges that lie ahead. Deputy Minister Richard Fadden and Chief of the Defence Staff General Tom Lawson remarked on the number of issues that dotted the Defence agenda in the previous year, most notably, the closeout of the mission in Afghanistan. Not surprisingly, the end of the longest military mission in the nation's history has had an impact on the operational tempo of Defence and has provided an opportunity to look at lessons learned moving forward.

"Most definitely, we have changed as a result and we will need to continue to change to maintain our focus and to continue to look after our soldiers once they have returned. But we will continue to have operations taking place at home and beyond our borders. Wherever these events take us, we can apply what we have learned to our doctrine and training to ensure that we are ready for whatever lies ahead," said Gen Lawson.

The DART deployment to the Philippines, the response to the floods in southern Alberta, in addition to forces deployed on Op Artemis and Op Caribbe, were examples of excellence in operations cited by Gen Lawson and the Deputy Minister. With a review of the *Canada First* Defence Strategy now underway and with the newly-announced Defence Procurement Strategy in place, which will see DND's procurement authority increase from $25,000 to $5 million on individual purchases, the opportunity is now to rethink the business of Defence.

"The Defence Procurement Strategy is one example of how we will be the master of our own fate. Both Public Works (and Government Services Canada) and Defence have admitted that we each have to have a look at our internal processes and try (to) streamline them. So, the Vice Chief (of the Defence Staff) is leading an initiative to shorten the time that we spend on procuring items. This is one example of how we are taking advantage of the opportunities before us to improve the way we manage Defence and to ensure that we are being as efficient as possible," said DM Fadden.

On the subject of the dollars and cents of the Defence budget, ADM(I in CS) Kevin Lindsey remarked that moving forward, finances will slightly improve and that "all things being equal, the budget for the day-to-day operations of the Defence Team should increase." With the implementation of savings achieved through government-wide spending reviews announced in 2012 nearly complete, other items discussed which attendees were instructed to keep on their radar include:

- current and ongoing NATO commitments
- cyber security, space and intelligence fields; and
- headway being made on the implementation of the Investment Plan.

Key was the initiative aimed at empowering the Defence Team to find better, more effective and efficient ways to do its work. Both the Deputy Minister and the CDS directed leaders not to lose sight of or lose momentum following the launch of the Defence Renewal Charter and Plan in October 2013, using it as the model that will move the organization into a new era of purpose and renewal.

"If ever we were going to find a way to improve the way we do business — at all levels it is now. This is an institution built upon decades of success in operations, including those we have witnessed over the past year alone, and we are rightly proud to be part of this tremendous organization. But every institution can improve and must continually strive to be better," said Gen Lawson. "Our budget is not being cut but in order to remain affordable and to hold on to the resources we have, we need to embrace renewal."

"We have an incredible opportunity before us in Defence Renewal. We have an opportunity to reinvest between $750 million — $1.2 billion annually back into the Defence Team. It is not an opportunity to take lightly and one that members at all levels from across the country have a role in supporting to ensure the future success of the Defence Team," added DM Fadden. "We owe it to ourselves to make this work and together we need to find a way to deliver on our Defence Renewal commitments."

Making sense of a complex Defence landscape for staff at all levels is a function of sound internal communications. The Deputy Minister stressed that this is not solely the result of electronic means of communications nor simply briefing management teams but rather a management responsibility. He challenged the leadership to return to their place of work and to ensure members of their respective organizations across the country are informed and engaged on issues related to the future of Defence. ◆

KEY PRIORITIES DISCUSSED

- CFDS renewal
- Defence Procurement Strategy
- Reinvigorating Defence Renewal
- Cyber security, space and intelligence
- NATO reassurance measures
- Care of our own

SUPPORTING INNOVATION across the Defence Team

Innovation was in the spotlight on May 12 with Op ASPIRE, the Dragons Den-style finale to complete the Defence Youth Network's (DYN) #Ideation series. Eight presentations were made to a panel of senior leaders including the Deputy Minister Richard Fadden, Vice-Chief of the Defence Staff LGen Guy Thibault, Defence Renewal Team Co-Lead MGen John Milne, and Defence Youth Network representative Joey Patton.

RAISING THE BAR

The event was a first for the Defence Team and took place in front of a full audience at National Defence Headquarters and saw more than 24 members from various L1s involved in creating and presenting the eight presentations.

The event set out to contribute to a culture of continuous improvement where new ideas are valued, encouraged and acted upon while also supporting two initiatives currently underway within the Defence Team which look to improve the way we work; Blueprint 2020 and Defence Renewal.

While the final decision was made by the panel, the interactive event also provided the audience with an opportunity to give their opinion. By holding up green or red cards, attendees were able to show the panel which ideas they thought were most promising.

Anne-Julie Boivin ADM(Pol), Serge-Michel Stang ADM(Pol) [illegible] the Podcast Library Team with the Deputy Minster and the Vice-Chief of the Defence Staff.

SELECTING IDEAS

At the end of the deliberations, two ideas were selected to be evaluated further by the department. The first idea selected, embracing digital signatures, proposed using PKI cards to cut down on processing times. The idea was put forward by a group across various L1s and was presented by: Maj Sophie Toupin (CMP), Mathieu Carpentier ADM(S&T), Maj Frédéric Côté (RCAF), Catherine Côté (CMP), David Lamontagne ADM(Pol), and Karen Lachapelle ADM(Fin CS).

The second idea selected was instituting a DND podcast library to share knowledge across the Defence Team. The idea was put forward by a group from ADM(Pol) and was presented by Anne-Julie Boivin & Serge- Michel Stang (ADM (Pol).

Other presented topics included:

- Creating an electronic Help Wanted Board;
- Incorporating virtual reality simulators for training;
- Using infographics as a tool to enable the organizational conversation;
- Instituting an e-mentoring program;
- Creating a web-based task and project management tool for specific tasks from job descriptions; and
- Supporting web communities across the Defence Team.

LEADING THE CHANGE

The DM and the VCDS each commented on how each and every one of the ideas presented show merit and that all members of the Defence Team are encouraged to push innovation forward in their respective organizations.

Visit the Defence Team site at dt.mil.ca where a summary video highlighting the event will be posted in the coming days. ◆

Defence Renewal tackles IT expenditures

Managing the information management (IM) and information technology (IT) expenses of an organization as large and complex as the Department of National Defence and Canadian Armed Forces (DND/CAF) is an enormous task. Yet owing to an initiative implemented by the IM Group as part of Defence Renewal, the Department's IM/IT purchases will benefit from improved planning, accountability, and oversight in the years to come.

In the past year, the IM Group has made considerable progress in this area through the Rationalize Defence IM/IT Program initiative.

"This initiative is meant to provide visibility of the Department's IM/IT costs that doesn't currently exist," explained Commander Dave Anderson, Director of Defence Information Management Planning and the IM Group Level 1 representative for Defence Renewal. "We'll have a much better understanding of exactly where our IT dollars are going."

IDENTIFYING EFFICIENCIES

Since last year, Level 1 organizations now submit their planned IT spending to the IM Group. This leads to more accurate reporting of the Department's IT spending and improves overall planning within DND/CAF. It also allows the Department to identify procurement efficiencies, avoid duplication, and eventually harness the savings that result.

This type of centralized planning identifies common IT assets, such as hardware and software, used by various organizations across the Defence Team and makes use of bulk buying and corporate discounts to ensure the best value for the Department – and for Canadian taxpayers.

"It's the same thing as if you shop at Costco," said Cdr Anderson. "By finding ways to consolidate our buying, we get better deals from vendors."

ACHIEVING OBJECTIVES

By finding efficiencies and new ways of doing business, the IM Group is making great strides in achieving Defence Renewal objectives.

"I'm highly motivated by Defence Renewal because it helps us get the most out of every dollar we spend on behalf of Canadians," said Mr. Len Bastien, Assistant Deputy Minister (Information Management).

One of the most tangible benefits of improved IM/IT oversight is the quality of this year's Departmental IT Expense Report, and the potential it has as an effective planning tool.

"This year we are able to provide a Departmental IT Expense Report that is credible, accurate, meaningful," said Cdr Anderson, adding that "the next year's IT Expense Report will give us the ability to start mapping statistical trends. This is where we start to get into new territory, because we were never able to do that before."

ESTABLISHING INFORMATION MANAGEMENT BOARD

In addition to improved reporting, the IM Group has achieved a significant milestone in the Department's IM/IT governance by establishing the IM Program working group and the Information Management Board.

The management board is a regularly occurring meeting of senior leaders in Defence that discusses resource allocation and makes recommendations on IM/IT issues. As part of the improved governance of the IM/IT Program, the meeting is now co-chaired by ADM(IM) and Chief of Programme (C Prog) and is attended by representatives of all Level 1 organizations.

"That's actually a big change. Before it was just ADM(IM) personnel and it was seen as being IM Group-specific. The addition of C Prog lends more weight to the management board," stated Cdr Anderson.

The IM Group communicates IM/IT departmental priorities at the management board. Because of increased participation by senior leadership and Level 1 representatives, there is now a greater understanding of these priorities, as well as associated resource limitations and budget constraints. This ensures that all decisions for IM/IT spending align with departmental priorities, which is a key factor in supporting Defence Renewal and ensuring its success.

"Defence Renewal is about reprioritizing our goals in order to find savings and reinvesting those savings in areas that will support the delivery of a modern military," stated Mr. Bastien. "As we move forward, Defence Renewal is not something we should fear, but something that we should all embrace." ◆

ASK THE EXPERT:

What's the best running-shoe for me?

Q: My 2014 New Year's resolution is to complete the half-marathon at this year's Army Run. I am training consistently and noticed that since I started running more than 50 kilometres a week my feet are sore after my workouts. I am planning to replace my year old runners and was wondering what are the best running shoes to buy?

— Cpl Tenderfoot

A: Dear Cpl Tenderfoot:

Congratulations on all the hard work you are doing to achieve your goal of completing the Army half-marathon. The other good decision you made was to replace your one-year old running shoes which have almost certainly exceeded their lifespan.

When it comes to picking new running shoes, people typically look for things such as: comfort, fit, injury protection, performance, affordability, style, etc. Unfortunately there is no running shoe on the planet that is all of these things to everyone. As a general rule, if you like the running shoes you are currently training in and have been injury free with them, why change? Regrettably, this approach only works until the shoe company stops making your favourite model.

As you look at the hundreds of running shoes on the shelves of your local sporting goods store, it is important to keep in mind that no running shoe will protect you from injuries caused by "poor training" decisions. These poor decisions usually involve running too far, too fast, too often and too soon in your training program. Two other common training errors that runners make are failing to build enough rest into their program and failing to have some low impact training days. Most running related injuries are caused by a combination of these and other factors and your choice of running shoes is only one of these factors.

It can be very hard to ignore all the advertising aimed at getting you to buy the latest greatest and most expensive running shoes on the market. Keep in mind that most running shoe innovations are gimmicks that really don't result in any measurable benefit. Your best approach is to find a pair of shoes made by a reputable company that are comfortable to wear and then ensure you train intelligently. When it comes to doing well in your half-marathon, remember that training smart is infinitely more important than the colour of your shoes.

— Dr. Darrell Menard MD Dip Sport Med

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications internes© ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

KEEPING THE DEFENCE TEAM HEALTHY

Play today for a healthier tomorrow

As part of our annual 'June is Recreation Month' campaign, we're asking families from coast-to-coast-to-coast: "Have you played today?" If the answer is "No," it's time to put those excuses aside and get moving!

The Canadian Physical Activity Guidelines recommend at least 60 minutes of daily physical activity for children, and at least 150 minutes per week for adults. While that may not sound like much, only about 11 percent of children and 15 percent of adults currently meet that standard.

For CAF members and their families, curbing this trend by making recreation and play a part of everyday life is especially important.

"Physical activity, recreation, and play are essential for promoting optimal well-being and mental health throughout our lives," said Major-General David Millar, Chief of Military Personnel. "Providing opportunities to participate in recreational activities is an important part of our commitment to families and to quality of life in the Canadian Armed Forces. I encourage everyone to celebrate 'June is Recreation Month' and experience the benefits."

Those benefits are numerous. Play and physical activity help boost our mental, physical and social health. When we play, we give ourselves the opportunity to build self-esteem, develop friendships and community connections, and escape our stresses by concentrating on the activity. We also give our bodies the chance to move, strengthen our muscles and develop new skills.

"Physical health and social support are key components when building resilience," said Kimberley Guest, training manager with Canadian Forces Health Services Group. "Research continues to demonstrate the importance of a healthy lifestyle and strong social support networks in maintaining positive mental health, as well as bouncing back from adversity."

Luckily, making time for play and recreation just takes a little effort and determination. Adding more play to your family's routine can be as simple as walking to school, biking to work, or heading to the park after dinner instead of the couch.

In CAF communities, the Personnel Support Programs' Recreation Program also provides access to a wide variety of structured and unstructured ways to play. Looking for a regular activity? Join one of our teams, classes or clubs. Looking for a more relaxed way to play? Personnel Support Programs can help with equipment and facility rentals to help your family play at your own pace.

For Master Corporal Crystal Booker, joining Personnel Support Programs' Community Recreation clubs is one of the best ways to feel at home in a new community. "Clubs and programs allow me to meet new people in the area, and provide that vital initial link to the community," she said. "Recreation has helped me overcome stress, enjoy new postings, and see the bright side of being away from family and friends. My quality of life is the better for it."

So, what are you waiting for? Get out and play today! Visit the Canadian Forces Community Gateway to connect with a Personnel Support Programs' Recreation team in your community. ◆

CANADA'S VICTORIA CROSS SERIES

For gallantry in war, Canadians are second to no one. The Victoria Cross, the Commonwealth's highest award for gallantry, has been awarded to 81 members of Canada's armed forces. **The Maple Leaf** *is showcasing the incredible feats of Second World War Captain Paul Triquet of the Royal 22e Regiment (R22eR).*

Capt Paul Triquet's sculpture in Ottawa. His Victoria Cross represented the acts of numerous soldiers whose actions would have gone unrecognized. "They're the heroes you want to write about, not me."

Paul Triquet was born in Cabano, Quebec on April 2, 1910. He attended the Cabano Academy where he had been a member of the Cadets Corps which had been organized by his father, a former soldier with the French Army.

At the age of 17, Triquet joined the regular army's only French-Canadian unit, the Royal 22e Régiment. Promotions were slow in the peace-time army yet, he was a sergeant-major when he deployed overseas in 1939. Returning to Canada in 1941, he applied for and received his commission as a lieutenant.

In December 1943, Capt Triquet was a company commander with the regiment's battalion serving in Italy with the Canadian Army's 1st Infantry Division.

On December 13, 1943, plans were set by the 1st Infantry Division to get around the western end of the German defences running inland from the Adriatic Sea just south of Ortona. By "turning" the enemy line, the 1st Division hoped to open the way to Ortona, its objective, and to capture the city. The key to the success of the plan was an advance by the R22eR northeastward along the road to Ortona to seize an important road junction.

On the morning of December 14, "C" and "D" Companies of the "Van Doos", supported by tanks from The Ontario Regiment, began moving up both sides of the road. The force had already met and destroyed two German tanks from the 90th German Panzer Division. On the left, about half-way to the hamlet of Casa Berardi, Capt Triquet's "C" Company began to encounter fierce resistance from enemy machine-guns sheltered in wrecked buildings backed up by tanks and self-propelled guns. On the right, "D" Company became lost and took no further part in the action that day. "C" Company and the Ontario tanks proceeded to fight their way through the opposition, knocking out three more tanks and eliminating the Germans' defensive positions. The company had been reduced to 50 men and one officer – Capt Triquet, with ammunition running low. He and his men along with their supporting tanks persevered and locked down in position. Within hearing distance of the Casa, it became clear that Capt Triquet's troops were completely surrounded by the enemy as the Germans called out to the Canadians. When the shelling resumed, Triquet yelled out, "The safest place is ahead." Charging forward, he singlehandedly led the attack to the house. This action broke the deadlock.

The Vandoos charged ahead of the Casa late in the afternoon and drove on nearly to the crossroads. Survivors, now only 15 strong with four tanks, were stopped by mortar fire, and retired to Casa Berardi to prepare for counterattacks. Capt Triquet organized an all-around defence. As darkness fell, "B" Company and by the early hours of December 15 the battalion's remaining two companies had reached Casa Berardi. The western flank of the German line had been turned.

Capt Triquet and his troops defeated repeated counter attacks from the battle-hardened German army's 90th Panzers. For his courageous leadership resulting in the capture and retention of Casa Berardi, Capt Triquet received the Victoria Cross. He was also awarded the Legion of Honour from France and The Gold Medal by Italy.

After 20 years of service, Major Triquet (he had been promoted during the attack at Casa Berardi,) retired from regular army service and became the district sales manager of MacMillan, Bloedel and Powell River Ltd in Québec City. He joined the Army Reserve and became the commanding officer of the Regiment de Levis and went on to command the 8th Militia Group. He was an aide-de-camp to the governor-general and left the army with the rank of brigadier-general.

Maj Triquet died in Québec City on August 4, 1980 and was buried with full military honours. His Victoria Cross and other medals are housed in the Royal 22e Regiment Museum at La Citadelle. ♣

CITATION

"For determined leadership and example.

The capture of the key road junction on the main Ortona-Orsogna lateral was entirely dependent on securing the hamlet of Casa Berardi. Both this and a gully in front of it had been turned by the Germans into formidable strong points defended by infantry and tanks.

On 14th December, 1943, Capt Triquet's company of the Royal 22e Regiment with the support of a squadron of a Canadian Armoured Regiment was given the task of crossing the gully and securing Casa Berardi. Difficulties were encountered from the outset. The gully was held in strength and on approaching it the force came under extremely heavy fire from machine-guns and mortars. All the company officers and 50 per cent of the men were killed or wounded. Showing superb contempt for the enemy Capt Triquet went round reorganizing the remainder and encouraging them with the words 'Never mind them, they can't shoot'. Finally when enemy infiltration was observed on all sides shouting 'there are enemy in front of us, behind us and on our flanks, there is only one safe place – that is on the objective' he dashed forward and with his men following him, broke through the enemy resistance. In this action four tanks were destroyed and several enemy machine-gun posts silenced.

Against the most bitter and determined defence and under heavy fire Captain Triquet and his company, in close co-operation with the tanks forced their way on until a position was reached on the outskirts of Casa Berardi. By this time the strength of the company was reduced to two sergeants and 15 men.

A fierce German counter-attack supported by tanks developed almost immediately. Capt Triquet, ignoring the heavy fire, was everywhere encouraging his men and directing the defence and by using whatever weapons were to hand personally accounted for several of the enemy. This and subsequent attacks were beaten off with heavy losses and Capt Triquet and his small force held out against overwhelming odds until the remainder of the battalion took Casa Berardi and relieved them the next day."

London Gazette, March 6, 1944

THE ROYAL 22e RÉGIMENT VISITS THE VATICAN

As part of the centennial of the Royal 22e Régiment (R22eR), a delegation from the unit attended Pope Francis's general audience at the Vatican in Rome on May 14. The soldiers asked the Holy Father to bless the regimental flags and their regiment.

Their stay in Italy included many other activities, such as a visit to Casa Berardi, site of the battle of December 14, 1943, during which Captain Paul Triquet displayed the daring leadership that won him the Victoria Cross (see above to read more about Capt. Triquet). In addition, the delegation will attend a mass celebrated at St. Peter's tomb by Cardinal Marc Ouellet, an honorary member of R22eR.

"In 1944, during the occupation of Italy, a delegation from the Royal 22e Régiment obtained an audience with Pope Pius XII here in Rome. It is an honour for me and for soldiers from the regiment to come back here 70 years later to mark our unit's 100th anniversary and remember the sacrifices our brothers-in-arms made in support of a war effort that has marked human history," said Major-General (ret) Alain Forand, the regiment's colonel, after meeting the Pope.

R22eR CENTENNIAL

R22eR, which is celebrating its centennial in 2014, has served as a model for the entire CAF in the use of French as a language at work. Further to the recommendations of a government-appointed royal commission, the model pioneered by the "Van Doos" expanded into the public service and the private sector, enabling Francophones to work and flourish in French. R22eR is one of three infantry regiments in CAF's Regular Force.

To learn more about R22eR and its centennial, visit **www.r22er.com** (in French). ♣

PHOTO: Vatican

Padre René Roy and MGen (Ret) Alain Forand, from the R22eR attended a general audience by Pope Francis at the Vatican on May 14, in Rome, to have the Holy Father bless the regiment and its colours.

HISTORIC MILESTONES

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

"Meeting Mr. Right"

Here she is, at a party! It took her heart a while to mend, and it's been months since Anita's been out. With her girlfriend Penny's coaxing, she finally decided to come out, looking lovely and ready to have some fun! Anita has a job she loves, and is part of a great team; that is how she knows Penny. These past few months Anita has been training hard for a marathon, but she is definitely ready to get out and meet someone.

Almost straight away she notices a very handsome fellow, standing near the bar. This guy seems relaxed as he talks to a few people. Eventually, they exchange smiles and he slowly makes his way over to her.

His name is Ben, and as they chat, he buys her a few drinks—she is quite attracted to Ben and the more they talk, the more she feels drawn to him.

"What kind of work do you do?" asks Ben, halfway through the evening.

"A procurement officer at DND," said Anita. But quickly, she changes the subject even though he seems to want to pursue it—she is not here to talk about work!

Near the end of the evening, Anita asks Ben who he works for—he has mentioned that he is a salesman, but what does he sell and for who? "A salesman for a specialized glass manufacturer—Bizon Vision," said Ben.

Anita is a little surprised. The division she works for has had contracts with Bizon Vision, though she was not involved, and isn't sure if there are still ongoing contracts. She has heard the company name often enough, especially during the naval upgrading project, which is just wrapping up.

"Oh yes," Ben says, "we have done work with DND."

Ben notices she seems distracted and excuses himself a second. While he is gone, Penny flies over to tell her that she has done a little investigating on Ben, and found out that he is legitimately single and a really nice guy. "Go girl, go!" says Penny.

Returning a moment later, Ben asks Anita for her number; he would like to see her again.

Points to Ponder:

- Should Anita politely decline to see Ben again because of her procurement job at DND?
- How sure can Anita be that Ben's interest is more of a personal one than about exploiting a possible business lead?
- Would it be a conflict of interest if Anita were to see Ben again? Could they pursue their friendship without one of them changing jobs?
- At this very early point, do Anita and Ben need to speak of their jobs and possible restrictions even if it spoils the mood? Would it be easier just to see how it goes and deal with a problem as soon as a real one comes up?
- Is the personal life of two people outside the workplace anyone else's business? Can Anita and Ben avoid any perception of conflict of interest by keeping their relationship very discreet?

DEP COMMENTARY – "Meeting Mr. Right"

CAF members and DND civilian employees alike are equally guided by the *DND and CF Code of Values and Ethics*. The specific value of "Integrity" speaks of maintaining trust and of taking all possible steps to prevent and resolve any real, apparent or potential conflict of interest situations which arise between one's official duties and private affairs—always in favour of the public interest. It also guides us to never use our official roles to inappropriately obtain advantages or disadvantages for ourselves or others.

As a procurement officer, Anita should be aware of her responsibility to inform her manager of a potential conflict of interest situation in having a special relationship with Ben. Her manager should come up with a plan to circumvent any ethical risks. Ben should also be aware of the conflict of interest restrictions, and in his approaches to Anita be transparent about their relevance to what is happening.

The Conflict of Interest guidelines are not put in place to restrict employees' and members' social lives, but rather to safeguard the public's trust in the institution and the integrity, honesty and fairness of government business.

Reader feedback is welcome at: **+Ethics-Ethique@ CRS DEP@ Ottawa-Hull**.

NORMANDY and the LIBERATION of EUROPE

More than 23,000 jump-smocked paratroopers from three Allied Airborne Divisions leapt into the night skies over Normandy on the evening of June 5th 1944, launching the largest military invasion in history.

The D-Day assault was a multi-national combined operation involving hundreds of thousands of sailors, soldiers and airmen whose mission was to deliver freedom to Nazi occupied Europe.

Overall command of Operation Overlord belonged to American General Dwight D. Eisenhower, a commander known for his conciliatory nature. Among numerous attributes, his biggest challenge was uniting the extreme personalities making up the senior Allied command structure in preparation for the assault. Eisenhower rose to the occasion. British General Bernard L. Montgomery, perhaps the most prickly yet talented of the lot, was appointed as the ground forces commander.

As a testament to Canada's war effort, Supreme Allied Command tasked to the Canadians the responsibility for their own beach, the only nation other than the United States and Britain accorded this honour.

The five beaches—Gold and Sword for the British, Utah and Omaha for the Americans, and Juno for the Canadians—were well defended. They had undergone recent improvements under the supervision of renowned *Afrikakorps* Commander, Field Marshall Erwin Rommel. Backing Rommel and the Atlantic Wall were 10 Panzer-Grenadier Divisions, all in operation by the end of June 6.

The volume of men and materiel involved in the Normandy invasion was astounding: three airborne divisions along with five infantry divisions supported by armoured units from three nations to be landed on five separate beaches. Thousands of aircraft and 7,000 vessels had to be coordinated in order to move those personnel from Britain to assault the Nazi defences on the northern coast of France.

By day's end, the Canadians on Juno Beach lost 359, with 574 wounded and 47 taken prisoner. Of all the divisions that landed on June 6, the Canadians gained the most ground by sundown. D-Day represented much more than the one-day affair we commemorate today. The Normandy invasion marked the beginning of the end of Hitler's brutal grip over Europe and the re-birth of freedom across Europe which was delivered by Eishenhower's multinational liberators. ✦

Infantrymen of the 1st Battalion, The Canadian Scottish Regiment, embarking in a Landing Craft Assault (LCA) alongside H.M.C.S. *Prince Henry* off the Normandy beaches, June 6, 1944. LAC

NATIONAL DAY OF HONOUR celebrated across Canada

PHOTO: Cpl Dolores Crampton

A CH-147F Chinook helicopter sits on Parliament Hill in Ottawa, Ontario on May 9, 2014, as part of the National Day of Honour commemoration ceremonies.

Members of the Soldier On Afghanistan Relay team join the parade on Parliament Hill in Ottawa, Ontario for the National Day of Honour on May 9, 2014. The team is carrying a specially built baton that contains the last Canadian flag flown at the International Security Assistance Force Headquarters in Kabul, Afghanistan.

PHOTO: Cpl Dolores Crampton

The glorious sounds and rattling booms of pipes and drums echoed over Parliament Hill as the government paid homage to the soldiers, sailors, airmen and women of the Canadian Armed Forces and their 12-year mission in Afghanistan on May 9.

Thousands of civilians and soldiers, retired and active alike, gathered on the east and west lawns in front of the Peace Tower to recognize the bravery, dedication, valour and professionalism of all the CAF members who served in Afghanistan and supported the mission. They watched as hundreds of soldiers, massed bands and Canadian police mentors and representatives from other government departments who served in Afghanistan marched onto the hill, followed by a 21-gun salute, two minutes of silence and a spectacular RCAF flyby. These were the touching events which made up the ceremonies for the National Day of Honour in Ottawa.

"Canada is more secure. A network of terrorists hell-bent on destroying our peace and our way of life can no longer with impunity use Afghanistan as a safe haven," said Prime Minister Stephen Harper, adding that "the names of your loved ones are engraved on all our hearts."

One of the many poignant moments during the ceremony occurred as the Soldier On Relay Team made its way up the centre walk towards the Peace Tower. The Team, carrying the last Canadian flag flown in Afghanistan, had just concluded a six-day run between 8 Wing Trenton and the nation's capital.

Dressed in dark running suits, the 19 members were drawn from the ranks of the Canadian Armed Forces, the Royal Canadian Mounted Police and the federal civil service. They presented the last flag in-theatre to the last commander in Afghanistan, Major General Dean Milner, who then presented it to the Chief of the Defence Staff General Tom Lawson, onward to the Prime Minister and finally to the Commander-in-Chief of the CAF, Governor General David Johnston. The symbolic significance of this ceremony was not lost on those Afghan veterans who spent time on the hot, dusty and dirty streets of Kabul, Kandahar, Panjwayi and at forward operating bases and reconstruction sites sprawled throughout south-central Afghanistan.

"This mission was a remarkable commitment for all the members of the Canadian Armed Forces," said Gen Lawson. "At their side were international partners, the Afghan people, and thousands of civilians: our colleagues from National Defence, Foreign Affairs, Trade and Development, from the RCMP and from other government departments and non-government organizations. And most importantly in their hearts were their families."

While the final troops returned home on March 18, this event symbolically marked the end to the final chapter of the Canadian military mission in Afghanistan. The price of the mission has been significant: 158 Canadian soldiers, one diplomat, one journalist and one National Defence contractor lost their lives.

Although we paid a significant price, today, Afghanistan is no longer a refuge for international terrorists who plan attacks on our countries. Increasing numbers of Afghan men and women live better and longer lives and human rights for all Afghans, including for women and children, have been strengthened.

Now that the mission is over, the more than 40,000 Canadians who served there are the living representatives of the longest mission in Canadian military history and their work in Afghanistan will forever be remembered as an important part of our modern-day history and military heritage. ♣

South-West Asia Theatre Honours announced

After the longest armed conflict in Canadian history, Canada's operation in Afghanistan drew to a close in March 2014. To honour the dedication and sacrifice made by Canada's men and women in uniform who played a role in the conflict in Afghanistan, new Theatre Honours have been created and bestowed upon military units that took part in this conflict.

Theatre Honours are honours given to a Canadian Armed Forces unit for successful participation in a theatre of armed conflict, publicly recognizing that participation. During the 12-year long military engagement, more than 40, 000 soldiers, sailors, airmen and airwomen served in the South-West Asia region in the largest deployment of Canadian troops since the Second World War.

On May 9, 2014, Prime Minister Stephen Harper announced that for the purposes of honours, the official name for the conflict is South-West Asia, and the Theatre Honours are named Arabian Sea and Afghanistan.

Units of the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and Canadian Special Operations Forces Command that participated in the South-West Asia theatre of conflict have been bestowed with the Arabian Sea or the Afghanistan Theatre Honours.

These honours are one of the special ways by which Canada will recognize the professionalism, dedication, and sacrifice displayed by individual Canadian Armed Forces units in this historic conflict.

To obtain the complete list of units that are eligible to receive the South-West Asia Theatre Honours, please consult the Prime Minister's website at **www.pm.gc.ca.** ♣

NATIONAL PUBLIC SERVICE WEEK:

Public Servants proudly serving Canadians

National Public Service Week (NPSW) June 15-21, celebrates the important work of federal public servants and recognizes their contributions to Canada. It is a celebration of the commitment and professionalism that makes Canada's federal public service the most highly respected in the world.

The advice public servants provide to government and the services they deliver to Canadians have a direct and positive impact on our citizens' security and well-being. Public servants patrol our coastlines, carry out search and rescue, secure our borders, keep our food supply safe, ensure Canadians remain healthy, negotiate international partnerships and trade agreements that help our nation succeed in a competitive world. National Defence welcomes NPSW as an opportunity to recognize and acknowledge our team of dedicated civilian employees and the significant contribution they make to both the Defence Team and Canadians at large.

EMPLOYER OF CHOICE

For many, the Public Service of Canada remains an employer of choice. Through initiatives such as Blueprint 2020, civilian employees have provided great feedback on ways in which the Public Service can be improved. The Blueprint 2020 vision has been overwhelmingly endorsed across the Public Service—in all regions and at all levels; and, the involvement of all public servants will be key to implementing the vision, and moving forward on building the Public Service of tomorrow.

DND employees can be proud of their work and of the innovation they have presented. These accomplishments can be seen across the Defence Team on a daily basis as well as at the annual Corporate Awards ceremony which will take place this year on June 18 in Ottawa. Corporate Awards honour members who, among other things, have been a champion of change in their organization, put management principles into practice, and delivered tangible results in line with Defence priorities.

CELEBRATING OUR CONTRIBUTION

Over the years, NPSW has become a truly national campaign that respects and reflects the diversity of the Public Service of Canada and the country itself. Many events are scheduled across the country to build greater awareness among employees and the general public about the role of Canada's public service.

Louise Champigny is a dental hygienist at 5I-Jean Garrison, and has been a member of the Public Service since October 2013.

Louise Champigny, hygiéniste dentaire à la garnison de Saint-Jean, fait partie de la fonction publique depuis octobre 2013.

PHOTO : MCpl/Cpls Martin Leng

Rodney Organ, works in the paint shop at Fleet Maintenance Facility Cape Scott, CFB Halifax, has been in the Public Service for nine years.

Rodney Organ, qui travaille à l'atelier de peinture de l'installation de maintenance de la Flotte Cape Scott, à la BFC Halifax, fait partie de la fonction publique depuis neuf ans.

PHOTO : LS/Mat 1 Ronnie Kinnis

Rob Riesz from CFB Shilo is an engineering officer with 34 years combined military and Public Service.

Rob Riesz, de la BFC Shilo, agent des services techniques, combine une carrière militaire et civile qui s'étale sur 34 ans.

PHOTO : Jillian Driessen

Nora Johnson is the employee assistance program (eap) manager at MARPAC. She has been in her current position for eight years, an employee of dnd for 10 years, and a public servant since 1993, when she began work with corrections canada.

Nora Johnson est gestionnaire du Programme d'aide aux employés des FMAR(P). Elle occupe ce poste depuis huit ans. Par ailleurs, elle travaille pour le MDN depuis dix ans et est fonctionnaire depuis 1993, année où elle a amorcé sa carrière au Service correctionnel du Canada.

PHOTO : Jamie Cook

Joshua A. Collord has been in the Public Service nine years, and has been executive administrative assistant to commander Joint Task Force (North) Yellowknife since 2009.

Joshua A. Collord est fonctionnaire depuis neuf ans. Il agit à titre d'adjoint administratif de direction du commandant de la Force opérationnelle interarmées (Nord) depuis 2009.

PHOTO : Capt Bonnie Wilken

John Larose is a lighting maintainer with Engineering Service's Company Edmonton. Mr. Larose has been with the Public Service for 13 years.

John Larose, agent d'entretien d'éclairage de la compagnie Edmonton du Service de génie, est fonctionnaire depuis treize ans.

PHOTO : Robert Schwartz

THE DEFENCE TEAM WORKFORCE

Two-thirds of the civilian Defence Team directly support the combat-capable forces in their roles including peacekeeping and nation building.

An additional 17 per cent support the key enablers to the CAF, including science and technology, military personnel programs, materiel, and real property.

HOW DO YOU PROUDLY SERVE CANADIANS?

I am proud to bring part of my culture, heritage, life and work experience to my fellow Canadians. As the Base Coordinator of Official Languages and IC of the Language School at 5th Canadian Division Support Base Gagetown, I partake in preparing our soldiers for readiness in Canada and abroad. This translates into helping the Department of National Defence advance our country's interests in both Official Languages.

— Carmel LeBlanc, Base Coordinator Official Languages (BCOL)

LA SEMAINE NATIONALE DE LA FONCTION PUBLIQUE :

fiers de servir les Canadiens

La Semaine nationale de la fonction publique (SNFP), qui se tiendra du 15 au 21 juin, permet de souligner le travail important des fonctionnaires fédéraux et leur contribution au Canada. La SNFP sert à célébrer le dévouement et le professionnalisme qui font de la fonction publique fédérale du Canada l'organisme de son genre le plus respecté au monde.

Les conseils que les fonctionnaires donnent au gouvernement et les services qu'ils offrent à la population canadienne ont une incidence directe et favorable sur la sécurité et sur le bien-être de leurs concitoyens. Les fonctionnaires surveillent nos côtes, font des activités de recherche et de sauvetage, protègent nos frontières, assurent la sécurité de notre approvisionnement alimentaire, veillent sur la santé des Canadiens et négocient des partenariats et des accords commerciaux internationaux qui permettent à notre pays de se tailler une place dans un monde concurrentiel. La Défense nationale voit la SNFP comme une occasion de rendre hommage à ses employés civils dévoués et à leur grande contribution tant à l'Équipe de la Défense qu'à la société canadienne en général.

UN EMPLOYEUR DE CHOIX

Pour beaucoup, la fonction publique du Canada demeure un employeur de choix. De plus, grâce à des mesures comme l'Objectif 2020, les employés civils ont formulé d'excellents commentaires quant aux façons dont on peut améliorer la fonction publique. La vision découlant de l'Objectif 2020 a reçu un accueil très favorable à l'échelle de la fonction publique, dans toutes les régions et à tous les niveaux. Toutefois, la participation de tous les fonctionnaires est essentielle si l'on souhaite concrétiser la vision et continuer à façonner la fonction publique de demain.

Les employés civils du MDN peuvent être fiers de leur travail et de l'esprit d'innovation dont ils font preuve. On peut constater ces efforts de façon quotidienne, dans toute l'Équipe de la Défense, ainsi qu'à l'occasion de la cérémonie de remise des prix ministériels, qui, cette année, aura lieu le 18 juin, à Ottawa. Les prix ministériels servent à rendre hommage aux employés qui, entre autres, se sont faits champions du changement dans leur organisation, ont mis en pratique des principes de gestion ou ont produit des résultats concrets qui cadrent avec les objectifs de l'Équipe de la Défense.

CÉLÉBRONS NOTRE TRAVAIL

Au fil des ans, la SNFP est devenue une véritable campagne nationale de mise en valeur de la diversité qui caractérise la fonction publique et le Canada dans son ensemble. Une foule d'activités ont lieu à l'échelle du pays pour sensibiliser davantage les fonctionnaires et le grand public au rôle de la fonction publique du Canada.

L'EFFECTIF DE L'ÉQUIPE DE LA DÉFENSE

Les deux tiers des membres de l'Équipe de la Défense soutiennent les forces de combat dans leur travail visant à maintenir la paix et à soutenir le développement de pays.

Dix-sept pour cent des membres de l'Équipe de la Défense apportent leur soutien dans les domaines de la science et de la technologie, des programmes à l'intention des militaires, du matériel et des biens réels.

COMMENT SERVEZ-VOUS LES CANADIENS AVEC FIERTÉ?

Je suis fière de pouvoir faire profiter mes concitoyens de ma culture, de mon héritage, de ma vie et de mon expérience de travail. À titre de coordonnatrice des langues officielles de la base et de responsable de l'école de langues de la base de soutien de la 5e Division canadienne Gagetown, je participe à la préparation de nos soldats en vue de leurs missions au Canada et à l'étranger. Voilà qui revient à aider le MDN à défendre les intérêts de notre pays dans les deux langues officielles.

—Carmel LeBlanc, coordonnatrice des langues officielles de la base